REPLY TO
ATTENTION OF:

2 0 OCT 1998

CEHR-E

MEMORANDUM FOR COMMANDERS/DIRECTORS, USACE COMMANDS AND
STAFF PRINCIPALS, HQUSACE

SUBJECT: Reengineering Positions as a Recruitment Tool

1. The issue of reengineering selected positions as a tool to increase the pool of qualified applicants was raised at the recent Blacks in Government National Training Conference.

2. Reengineering occurs when a position is redescribed at below the full performance level to increase the applicant pool. DA policy for positions covered by career programs is to entertain recruitment below the full performance level when efforts to fill the position at the higher grade resulted in fewer than three promotion eligible candidates. Reengineering is typically used for clerical/technical positions (GS-4 through GS-8) and for journeyman/senior journeyman positions in two-grade interval series (GS-9 through GS-13). In all cases, job descriptions at the lower grades are required to initiate recruitment. The flexibilities permitting this are outlined in existing regulations.

3. I strongly encourage you to consider use of the reengineering of positions as a recruitment tool in the wide variety of situations where it is appropriate. However, reengineering is not practical in all cases. The principles of sound position management must be maintained when considering reengineering. It is Army policy, as stated in AR 690-950, that reengineering should generally not be used for supervisory, managerial, and expert positions because such positions are established to manage operations, to supervise subordinates, to have a good span of control, and to enhance career progression. Nonsupervisory positions responsible for management of a particular program (typically at the GS-14 and GS-15 levels) are included in this group.

4. Your Human Resources staff can assist you in determining when this strategy can be used effectively.

JOE N. BALLARD
Lieutenant General, USA
Commanding

CF:
HROs